

PERS 26-3480

Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0

DD/A Registry  
File Personnel-14 76-5847

29 NOV 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
REFERENCE : Initial Monthly Report from the Office of  
Personnel Minority Employment Coordinator

After reading the referenced report, you asked me for  
some additional information. It follows:

Breakdown Between Professional and Clerical in These Statistics: The Minority Employment Coordinators Program is used for professional/technical applicants only. Therefore, this report does not include clerical statistics. Since fourteen (14%) percent of our clerical workforce is minority, we have no problem in this area.

Women: Of the eighteen (18) new minority files received in October, five (5) were women. All five (5) files were forwarded to component coordinators for their review. There were two (2) Black professional EOD's in October -- neither were women.

Lateral Entry: For the purposes of this report, I would define lateral entry as a professional EOD, GS-12 and above, who does not come in to "start at the bottom." Of the two (2) minority applicant EOD's during October, neither would qualify under this definition. One (1) was brought on board as a GS-9 with the Office of General Counsel, the other was a GS-10 for the November class of the Career Training Program.

*John F. Blake*

John F. Blake

Distribution:

Orig - Addressee  
 - DDAChrono Subject  
1 - D/Pers  
1 - DD/Pers/R&P  
1 - C/RD  
1 - RHB Chrono  
1 - Subject file  
1 - ER

Originator:

*AP* STATINTL

Acting Director of Personnel

24 NOV 1976

STATINTL

OP/RD/ Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM  
UNCLASSIFIED CONFIDENTIAL APPROVED FOR RELEASE BY SPKPC

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DDCI	11/16	4/16
2	Room 7D-6011		
3	DDA		
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

17 NOV 1976

Remarks:  
Jack:  
Thanks. I much appreciate  
being kept informed. But  
what about women? And,  
what is the breakdown  
between professional and  
clerical in these statistics?  
And, what about lateral entries?

[Redacted]

STATINTL

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
DDA 7D24 5454	11/12/76
UNCLASSIFIED	CONFIDENTIAL
SECRET	

ORM NO. 237 Use previous editions

\*USGPO: 1976 - 202-953 (40)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM  
UNCLASSIFIED CONFIDENTIAL SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DDA	18 NOV 1976	
2	DDA		
3	Room 5B-56 Headquarters	19 NOV 1976	
4	DDA		
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Frank,  
Please have someone  
prepare an answer for me  
to the questions raised  
by DDCI in attached  
document.

STATINTL

FOLD HERE TO RET

FROM: NAME, ADDRESS AND PHONE NO.	DATE
John F. Blake Deputy Director for Administration	17 NOV 1976
UNCLASSIFIED	CONFIDENTIAL
SECRET	

ORM NO. 237 Use previous editions

\*USGPO: 1976 - 202-953 (40)

## OFFICIAL ROUTING SLIP

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DDA Registry

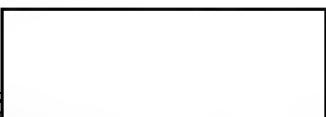
File

JFBLake:der 17 Nov 76

TO	NAME AND ADDRESS	DATE	INITIALS
1	D/Persanal		
2	Att: M. Kennedy		
3	Room 5E-56 Headquarters		
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

## Remarks:

Fred,  
 Please have someone  
 prepare an answer for me  
 to the questions raised  
 by DDCI on attached  
 buck slip



STATINTL

FOLD HERE TO RETURN	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
John F. Blake Deputy Director for Administration	17 NOV 1976
UNCLASSIFIED	CONFIDENTIAL
SECRET	

FORM NO. 237 Use previous editions \*USGPO: 1976 - 202-953 (40)  
1-67

## DDA Remarks:

"Fred, Please have someone prepare an answer for me to the questions raised by DDCI on attached buck slip. /s/Jack Blake"

Att: DDA 76-5680 Memo to DDCI fr DDA, dtd 12 Nov 76;  
 Subj: Minority Employment Monthly Report

## Distribution:

Orig - D/OP w/Orig of Buck Slip & cy Att

~~1~~ - DDA Subject w/cy atts

1 - DDA Chrono w/o atts

1 - JFB Chrono w/o atts

DDA:JFBLake:der (17 Nov 1976)

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DDCI Remarks: "Jack, Thanks. I much appreciate being kept informed. But what about women? And

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Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0  
OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DDCI	11/16	Ha
2	Room 7D-6011		
3	DDA		
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

17 NOV 1976

Remarks:

Jack: Thanks. I much appreciate being kept informed. But, what about women? And, what is the breakdown between professional and clerical in these statistics? And, what about lateral entries?

STATINTL

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
DDA 7D24 5454	11/12/76
UNCLASSIFIED	CONFIDENTIAL
SECRET	

FORM NO. 1-67 237 Use previous editions

\*USGPO: 1976 - 202-953 (40)

STATINTL

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM APPROXIMATE RELEASE 20020502 GIA RDP79-09184 P00500130002-0			
<b>OFFICIAL ROUTING SLIP</b> 18 NOV 1976			
TO	NAME AND ADDRESS	DATE	INITIALS
1	D/Personnel		
2	Attn: Mr. Kennedy		
3	Room 5E-56 Headquarters	19 NOV 1976	J
4	DS/PR, PRP		
5			
6	To: <i>Deputy Director</i> 19 NOV 1976		
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
<b>Remarks:</b> <i>Fred, Please have someone prepare an answer for me to the questions raised by DDCI in attached letter.</i>			
<b>FOLD HERE TO RETURN TO SENDER</b>			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
John F. Blake Deputy Director for Administration		17 NOV 1976	
APPROXIMATE RELEASE 20020502 GIA RDP79-09184 P00500130002-0			

STATINTL

DDA Registry

File Personnel-14

12 November 1976

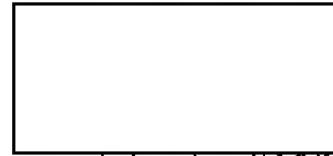
MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

Hank:

1. I believe you would appreciate reading the first monthly report to me on the workings of our new "Minority Employment Coordinators" Program. You have asked for, and will receive, quarterly reports, but in my case I feel I want to ride a little closer herd and, therefore, have asked for a monthly report.

2. This October report shows to me we are off to a good start. We have already turned around some of the old procedures and the activity described for October shows that the decks soon will be cleared for action. While it is still too soon to predict results, I feel very optimistic if we continue the approach disclosed.



John F. Blake

STATINTL

Att

Distribution:

Orig - DDCI w/Att  
1 - ER w/Att  
1 - D/OP w/o Att

Ref: DDA 76-4779 (Mrmo to D/Pers fr DDA; dtd 24 September 1976;  
Same Subject w/background (DDA 76-4164)

1 - DDA Subject w/att  
1 - DDA Chrono w/att  
1 - JFB Chrono w/o att

DD/A Registry  
76-5576

Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0

9 NOV 1976

MEMORANDUM FOR: Deputy Director for Administration  
FROM : F. W. M. Janney  
Director of Personnel  
SUBJECT : October Report from the Office of Personnel Minority Employment Coordinator

1. Following is the first status report on the activities of the Office of Personnel's Minority Employment Coordinator:

NEW FILES RECEIVED

11 Black 7 Hispanic

NEW FILES REJECTED BY THE COORDINATOR

3 Black 1 Hispanic

FILES FORWARDED TO COMPONENT COORDINATORS

DDA

6 Black 4 Hispanic

DDO

1 Black 0 Hispanic

DDI

1 Black 2 Hispanic

2. Files are being thoroughly reviewed by the component coordinators. There is a high degree of interest in selecting and then placing qualified applicants in process.

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During October, 1976, nine (9) Black applicants were put in process as compared with three (3) in October, 1975. We presently have a total of twenty-three (23) applicants in process for employment.

3. We have also been successful in reducing the number of minority files that components had been reviewing for some months. In September and October, sixty-nine (69) marginal candidates were sent reject letters compared to eighty-four (84) during the preceding eight (8) months. As of the end of October, ninety-four (94) files are under review by components compared to one hundred thirty-eight (138) in July and August and one hundred nineteen (119) in September.

4. A recap for the entire Agency as of 31 October for CY 76 shows that we placed fifty-seven (57) candidates in process, eleven (11) of these cancelled their applications, twelve (12) were cancelled by the office, Security/Medical disapprovals numbered twelve (12), and we have entered on duty twenty (20). Attached is the monthly statistical report on the Black Professional/Technical Applicants through 31 October.

5. We are making every effort to enter on duty as many of the twenty-three (23) applicants in process as we can before the end of the calendar year and are requesting OS and OMS to expedite these cases.

/s/ F.W.M. Janney

F. W. M. Janney

Attachment

Distribution:

Orig ~~6~~ DDA - ~~1~~  
1 - D/Pers  
1 - DD/Pers  
1 - EA/OP  
1 - DD/Pers/R&P  
1 - OP Minority Employment Coordinator  
1 - OP/MEC w/hold  
1 - D/Pers w/hold w/reference

STATINTL OP/RD/ [ ] plr/2393 (8 November 1976)

ADMINISTRATIVE - INTERNAL USE ONLY

Monthly Status Report Black Professional/Technical Applicants  
Calendar Year 1976

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
Interviewed by Recruiters	40	67	81	66	41	35	57	50	39	77			
PHS given to applicants	34	56	44	41	33	32	49	40	31	39			
PHS received in RD/OP	24	33	24	18	21	23	23	23	19	8			
PHS and resumes referred to OP/MFC	26	19	42	34	23	31	28	23	31	31			
Applicants who withdrew interest prior to completion of component review	3	4	2	2	4	3	2	4	1	2			
Applicants rejected after component review	14	5	15	12	5	13	6	14	25	44			
Applicants put in process	14	7	4	4	5	4	8	8	5	9			
Applicants in process cancelled by self	1	1	3	0	1	3	0	0	2	0			
Applicants in process cancelled by office	0	2	2	1	1	0	0	3	2	3			
Applicants in process cancelled by OS/OMS/Panel	1	1	1	2	1	2	1	2	1	1			
Black EOD's (ceiling count)	3	2	1	1	4	1	1	5	0	2			
Total in process for employment at month's end	23	24	22	22	20	18	24	22	22	23			
Being reviewed by components at month's end	89	92	108	118	123	134	138	138	119	94			

The distribution of black EODs during October: 1 GS-10 (CTP), 1 GS-09 (OGC).

The distribution of total black EODs: 0 GS-15, 0 GS-14, 0 GS-13, 2 GS-12, 1 GS-11, 2 GS-10, 5 GS-09, 5 GS-08, 5 GS-07

ADMINISTRATIVE - INTERNAL USE ONLY

DDA 76-4779

DDA Security  
File Enclosed 14

24 September 1976

MEMORANDUM FOR: Director of Personnel  
FROM : John F. Blake  
Deputy Director for Administration

Fred:

1. As you know, we all have high hopes for your new "coordinator approach" to the minority employment problem.
2. Would you be good enough, commencing the end of October 1976, to give me a monthly status report that allows us insight as to what is going on. I would envision receiving figures that show the total number of cases identified by the Office of Personnel Coordinator as worth proceeding with, the numbers taken to each of the five major Agency components, and then status information as to how the cases are being handled by the Directorates. In preparing your report, bear in mind I have in mind sending it to the Director.

Is/ John F. Blake

John F. Blake

Distribution:  
Orig - D/OP

STATINTL

1 - ADDA  
- 1 - DDA Subject  
1 - DDA Chrono  
1 - JFB Chrono

1 - Mr.  O-DDA

DDA:JFB:der (24 September 1976)

DD/A Registry  
File *Personnel*

Executive Registry

76-2681/2

DDA 76-4164

27 August 1976

MEMORANDUM FOR: Deputy Director for Administration  
 Deputy Director for Intelligence  
 Deputy Director for Operations  
 Deputy Director for Science and Technology  
 Comptroller  
 General Counsel  
 Inspector General  
 Legislative Counsel

FROM : E. H. Knoche  
 Deputy Director

SUBJECT : Minority Employment

1. I have become increasingly concerned that the Agency has not been as successful in the last two years as expected in the employment of minorities. While our present procedures were designed so that minority applicants receive the widest exposure to offices of possible interest, the "bottom line" (number who enter on duty) has been disappointing. Affirmative decision-making authority is diffused. The decision-making time is almost twice for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In an effort to correct this situation, I have approved a new approach for the employment of minorities which will require your full cooperation: The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each addressee will do likewise. I ask that you delegate decision-making authority on minority applicants to your Coordinator, who will fix accountability for performance. This approach is patterned after the successful system used for some years in recruiting and placing Co-op students and Summer Interns through the use of an Office of Personnel Coordinator. It has worked well.

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate and Independent Office. When a minority application is received, the Office of Personnel Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Coordinator for face-to-face discussions on their merits. The latter will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

4. In the event the Office of Personnel Coordinator does not agree with a decision by your designated Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director or Independent Office Head level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

5. To implement this program as rapidly as possible, I ask that you submit the name of your Coordinator to the Director of Personnel by close of business 7 September 1976. The Coordinators must be senior individuals with ready access to you and your unit chiefs and should have substantive knowledge of your activities. Also of vital importance is the assistance each Coordinator will render the Office of Personnel Coordinator in providing him with in-depth information on personnel and job requirements. Only if precise requirements are formulated can the Office of Personnel Coordinator review and discard those applicant cases which are truly unsuitable.

STATINTL

[Redacted]  
E. H. Knoche

cc: D/DCI/IC  
D/DCI/NIO  
D/EEO  
AO/DCI

SUBJECT: Minority Employment (for signature by DDCI)

(Signed) F. W. M. Janney 26 AUG 1976

ORIGINATOR: F. W. M. Janney  
Director of Personnel

Distribution:

Orig - DDA  
1 - Each other adse (Xerox cy)  
ccs - As noted  
1 - DCI  
1 - DDCI  
1 - ER  
1 - DDA  
2 - D/Pers (1 w/held)  
1 - DD/Pers/R&P

STATINTL

DD/Pers/R&P/ [redacted]: dhg/6171 (16 Aug 76)

Retyped: OD/Pers:bkf (18 Aug 76)

Revised: DDCI/Retyped: OD/Pers:bkf (24 Aug 76)

Revised: DDCI/Retyped: OD/Pers:bkf (26 Aug 76)

SEARCHED	INDEXED
SERIALIZED	FILED
Executive Registry	
76-2681/2	

27 August 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Inspector General  
General Counsel  
Legislative Counsel  
Comptroller

FROM : E. H. Knoche  
Deputy Director

SUBJECT : Minority Employment

1. I have become increasingly concerned that the Agency has not been as successful in the last two years as expected in the employment of minorities. While our present procedures were designed so that minority applicants receive the widest exposure to offices of possible interest, the "bottom line" (number who enter on duty) has been disappointing. Affirmative decision-making authority is diffused. The decision-making time is almost twice for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In an effort to correct this situation, I have approved a new approach for the employment of minorities which will require your full cooperation: The Office of Personnel will designate a senior officer as Coordinator *xc* for Minority Employment; each ~~Directorate~~ will do likewise. I ask that you delegate decision-making authority on minority applicants to your Coordinator, which will fix accountability for performance. This approach is patterned after the successful system used for some years in recruiting and placing Co-op students and Summer Interns through the use of an Office of Personnel Coordinator. It has worked well.

10  
11

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate. When a minority application is received, the OP Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate ~~Directorate~~ Coordinator for face-to-face discussions on their merits. The ~~Directorate~~ Coordinator will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

4. In the event the Office of Personnel Coordinator does not agree with a decision by a ~~Directorate~~ Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

5. To implement this program as rapidly as possible, I ask that you submit the name of your Coordinator to the Director of Personnel by close of business 7 September 1976. The ~~Directorate~~ Coordinator must be a senior individual with ready access to you and your ~~Office Heads~~ and should have substantive knowledge of your ~~Directorate's~~ activities. Also of vital importance is the assistance each Coordinator will render the Office of Personnel Coordinator in providing him with in-depth information on personnel and job requirements. Only if precise requirements are formulated can the Office of Personnel Coordinator review and discard those applicant cases which are truly unsuitable.

STATINTL

E. H. Knoche

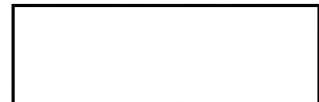
cc: D/DCI/IC  
D/DCI/NIO  
D/EEO  
AO/DCI

26 AUG 1976

MEMORANDUM FOR: Comptroller  
THROUGH: Assistant Comptroller, Resources  
SUBJECT: Minority Employment  
REFERENCE: Proposed Multiple Addressee Memorandum from DDCI,  
Same Subject

1. This responds to your request for comments on the referent proposed memorandum.
2. The issue involved, i.e., improved performance in the employment of minorities, is of the motherhood variety. One simply cannot quarrel with the objective, nor is there anything to be gained in explaining the reasons for our past relatively poor performance in the number of minority EOD's.
3. The approach suggested, in my view, holds promise of increasing the number of minority EOD's if each DD in fact gives his Directorate Coordinator not only the responsibility, but also the necessary authority, to carry out his charge. The objective cooperation of the Office Heads will also be required, as will the continued recruitment by the Office of Personnel of quality applicants. A breakdown in any one of these essential parts of the process will jeopardize the effectiveness of the proposed approach.
4. In summary, I think the proposed new approach is an excellent idea and urge that it be given your full support. If given a fair chance, over a reasonable period of time, our minority employment posture should improve. If not, then we probably will have to establish some form of quota to achieve the results desired. I would oppose a quota approach as a far less desirable alternative since this might force a conscious lowering of employment standards. This, in my view, would be a high price to pay to achieve results which should be possible through increased objective attention to the problem by our senior managers.
5. One final thought. Mr. Knoche suggested that you staff the proposal through the EAG members, scheduling an EAG session with Fred Janney if

necessary. I see no purpose to be served in scheduling this for EAG consideration. This is the very type of agenda item which tended to bog down the former Management Committee. I think you should guard against placing this type of issue on the EAG agenda for consideration. The proposed approach is logical, has merit, and could and should be implemented unilaterally by the DDCI. I recommend you so advise the DDCI.



STATINTL

Chief, Administration Group

Distribution:

Orig. - Addressee; O/Compt. Subj.  
1 - O/Compt. Reading  
1 - AG Chrono

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UNCLASSIFIED

Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0

## OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration	8/24	B
2			
3			
4	Deputy Director of Central Intelligence		
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

### Remarks:

Revised for DDCI signature,  
as requested.

John H. G.

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FROM: NAME, ADDRESS AND PHONE NO.	DATE	
Director of Personnel	24 Aug 76	
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FORM NO. 1-67 237 Use previous editions

(40)

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## OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director of		
2	Central Intelligence		
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks: Hank:

STATINTL

[redacted] memo (attached)  
captures my views on this subject  
exactly. I suggest you go ahead and  
sign as is.

FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.		DATE	
James H. Taylor, Comptroller		8/26/76	
UNCLASSIFIED	CONFIDENTIAL	SECRET	(40)

FORM NO. 237 Use previous editions  
1-67

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth information on job and personnel requirements from each Directorate. When a minority application is received, the OP Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Directorate Coordinator for face-to-face discussions on their merits. The Directorate Coordinator will do the same thing at the Office level. Presumably, a decision to bring a minority applicant in for an interview and/or to put in process can be made within a matter of days. This should minimize loss to competing organizations.

4. In the event the Office of Personnel Coordinator does not agree with a decision by a Directorate Coordinator, the issue will be raised immediately to the Director of Personnel/Deputy Director level. In rare cases where a resolution cannot be effected at that level, the case will be brought to the attention of the Deputy Director of Central Intelligence.

5. To implement this program as rapidly as possible, I ask that you submit the name of your Coordinator to the Director of Personnel by close of business 30 August 1976. *1 Sept 76* *PR D/P*  
The Directorate Coordinator must be a senior individual with ready access to you and your Office Heads and should have substantive knowledge of your Directorate's activities. Also of vital importance is the assistance each Coordinator will render the Office of Personnel Coordinator in providing him with in-depth information on personnel and job requirements. Only if precise requirements are formulated can the Office of Personnel Coordinator review and discard those applicant cases which are truly unsuitable.

6. I know we all fully support the Agency's Equal Employment Opportunity effort and Affirmative Action Plan.

~~Hopefully, this new approach will make us more productive where it really counts; i.e., in EOD's. Should it prove disappointing, however, I shall not hesitate to consider other alternatives, including the granting of the decision-making authority on hiring minorities to a single Agency official such as the Director of Personnel. I am determined that the Agency will do better in the area of minority employment.~~

E. H. Knoche

cc: Deputy to the DCI for the  
Intelligence Community  
Deputy to the DCI for  
National Intelligence Officers  
Director, Equal Employment Opportunity  
Administrative Officer, DCI

(Signed) F. W. M. Janney

Originator:

\_\_\_\_\_  
Director of Personnel

Distribution:

Orig - DDA  
1 - Each other adse (Xerox cy)  
ccs - As noted  
1 - DCI  
1 - DDCI  
1 - ER  
1 - DDA  
2 - D/Pers (1 w/held)  
1 - DD/Pers/R&P

STATINTL DD/Pers/R&P/  dhg/6171 (16 Aug 76)

Retyped: OD/Pers:bkf (18 Aug 76)

Revised: DDCI-Retyped: OD/Pers:bkf (24 Aug 76)

TRANSMITTAL SLIP

CIA-RDP79-00498A000500130002-0

8/23/76

TO:

O - D/Per

ROOM NO.

BUILDING

6858 Hqs

REMARKS:

Per conversation  
for retype per  
Rosemarie's notes.



FROM:

O/ADDA

ROOM NO.

BUILDING

EXTENSION

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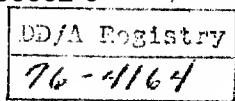
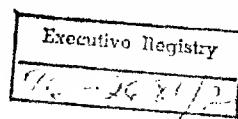
Hqs

5767

FORM NO. 241

1 FEB 55  
REPLACES FORM 38-8  
WHICH MAY BE USED.

(47)



MEMORANDUM FOR: Deputy Director for Administration  
 Deputy Director for Intelligence  
 Deputy Director for Operations  
 Deputy Director for Science and Technology  
~~Deputy to the DCI for the~~  
~~Intelligence Community~~  
~~Deputy to the DCI for National~~  
~~Intelligence Officers~~  
 Inspector General  
 General Counsel  
 Legislative Counsel  
 Comptroller

cc: *E. W. Knoche*  
 Deputy Director

FROM : George Bush *E. W. Knoche*  
 Deputy Director

SUBJECT : Minority Employment

1. I have become increasingly concerned that the Agency has not been as successful in the last two years as expected in the employment of minorities. While our present procedures were designed so that minority applicants receive the widest exposure to offices of possible interest, the "bottom line" (number who enter on duty) has been disappointing. Affirmative decision-making authority is diffused. The decision-making time is almost twice for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In an effort to correct this situation, I have approved a new approach for the employment of minorities which will require your full cooperation: The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each Directorate will do likewise. I ask that you delegate decision-making authority on minority applicants to your Coordinator, which will fix accountability for performance. This approach is patterned after the successful system used for some years in recruiting and placing Co-op students and Summer Interns through the use of an Office of Personnel Coordinator. It has worked well.

Hopefully, this new approach will make us more productive where it really counts; i.e., in EOD's. Should it prove disappointing, however, I shall not hesitate to consider other alternatives, including the granting of the decision-making authority on hiring minorities to a single Agency official such as the Director of Personnel. I am determined that the Agency will do better in the area of minority employment.

*E. H. Knobbe*  
George Bush

cc: Director, EEO  
Administrative Officer, DCI

D/Dei/IC  
D/Dci/NiO  
→  
→

UNCLASSIFIED CONFIDENTIAL SECRET

## OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DCI		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

"Hank,  
 While the attached correspondence is signed  
 and ready to go to the DCI, I would appreciate a  
 few minutes discussion with you before we go  
 further on this. /s/ Jack Blake."

*Referred  
Jack*

Deputy Director for Administration	D-24	5454	8/20/76
UNCLASSIFIED	CONFIDENTIAL	SECRET	

(40)

FORM NO. 237 Use previous editions  
1-67

Executive Registry	DD/A Registry
76-3345 76-8016	76-4163

19 AUG 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
 Director of Personnel

VIA : Deputy Director for Administration

SUBJECT : Minority Employment

REFERENCES : A. Memo from D/Pers to DDCI, subj.  
 Minority Recruitment During the  
 Transitional Quarter, dtd 28 Jul 76  
 B. Memo from D/Pers to DDCI, subj.  
 Black Professionals, dtd 23 Jul 76

JFB 20 AUG 1976

1. As noted in the references, we have become concerned that the Agency is not currently as successful as expected in employing minorities. Three years ago we redesigned our present procedures to give minority applicants the widest possible exposure to offices of possible interest. The results in the last two years have been disappointing. Decision-making authority on whether to hire is diffused within the Directorate. The decision-making time is almost twice as long for minority applicants as for non-minorities. In addition, the reasons given for "no interest" are too often less than precise.

2. In a meeting with the Director of EEO and the Chairman of the EEO Advisory Panel, we presented a concept for the further readjustment of our procedures which we believe should improve this decision-to-hire problem. The Office of Personnel will designate a senior officer as Coordinator for Minority Employment; each Directorate will do likewise. These Coordinators will have decision-making authority on minority applicants.

3. To make this proposal work, the Office of Personnel Coordinator will need to acquire in-depth job information from each Directorate. When a minority application is received, the OP Coordinator will thoroughly review the individual's qualifications against specific job requirements. Unimpressive applicant files will be rejected on the spot to keep marginal candidates from cluttering up the system as they now do. The Office of Personnel Coordinator will then hand-carry what in his estimation are "good" cases to the appropriate Directorate

Coordinator for face-to-face discussion. The Directorate Coordinator will do the same thing at the Office level. Presumably, a decision to interview and/or to process can be made within a matter of days.

4. This approach, then, includes a thorough knowledge of job requirements, a substantive screening of minority applicant cases, and a fast decision on those applicants who appear well qualified. This should minimize loss to competing organizations. Both decision-making and accountability are fixed. In the event the Office of Personnel Coordinator does not agree with an adverse decision by a Directorate Coordinator, the issue will be raised immediately to the Director of Personnel/ Deputy Director level. In rare cases where a resolution cannot be effected at that level, the Director of Personnel may choose to call the case to the attention of the DDCI.

5. This proposal has been patterned after the successful system used for recruiting and placing Co-op students and Summer Interns. The Office of Personnel has, for some years, designated a Coordinator to handle this job. His ability to acquire in-depth job requirements information, to make judgments on quality, and to obtain fast decisions, has made these two programs both effective and popular with the components involved. About half the Co-ops and one quarter of the Summer Interns convert to permanent staff status upon completion of their education.

6. It is recommended that you approve the approach set out above and sign the attached memo to each Deputy Director so there can be no misunderstanding about either purpose or ground rules.

[Redacted]  
F. W. M. Janney

STATINTL

Attachment

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
Approved For Release 2002/05/02 : CIA-RDP79-00498A000500130002-0			
<b>OFFICIAL ROUTING SLIP</b>			

TO	NAME AND ADDRESS	DATE	INITIALS
1	DACI		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Hank,  
 While the attached  
 correspondence is signed &  
 ready to go to the DCI, I  
 would appreciate a few  
 minutes discussion with you  
 before we go any further on this.

FOLD HERE TO RETURN TO SENDER		
FROM: NAME, ADDRESS AND PHONE NO.	DATE	

UNCLASSIFIED	CONFIDENTIAL	SECRET
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FORM NO. 237 Use previous editions  
 1-67

(40)

STATINTL

Att: DDA 76-4163 Memo to DCI fr D/Personnel; dtd 19 August 1976,  
 Subject: Minority Employment

Orig RS - DDCI w/Orig of Att  
 1 RS - DDA Subject w/att  
 1 RS - DDA Chrono w/att  
 1 RS - JFB Chrono w/o att

DDA Remarks:

"Hank,  
 "While the attached correspondence is signed and  
 ready to go to the DCI, I would appreciate a few  
 minutes discussion with you before we go any  
 further on this. /s/Jack Blake"

DDA:JFB:der (20 August 1976)

19 AUG 1976

76-2345  
DD/A Registry  
76-4863

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

VIA : Deputy Director for Administration

SUBJECT : Minority Employment

REFERENCES : A. Memo from D/Pers to DDCI, subj.  
Minority Recruitment During the  
Transitional Quarter, dtd 28 Jul 76  
B. Memo from D/Pers to DDCI, subj.  
Black Professionals, dtd 23 Jul 76

JW/der  
20 AUG 1976

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Coordinator for face-to-face discussion. The Directorate Coordinator will do the same thing at the Office level. Presumably, a decision to interview and/or to process can be made within a matter of days.

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5. This proposal has been patterned after the successful system used for recruiting and placing Co-op students and Summer Interns. The Office of Personnel has, for some years, designated a Coordinator to handle this job. His ability to acquire in-depth job requirements information, to make judgments on quality, and to obtain fast decisions, has made these two programs both effective and popular with the components involved. About half the Co-ops and one quarter of the Summer Interns convert to permanent staff status upon completion of their education.

6. It is recommended that you approve the approach set out above and sign the attached memo to each Deputy Director so there can be no misunderstanding about either purpose or ground rules.

(Signed) F. W. M. Janney

F. W. M. Janney

Distribution:

Orig & 1 - DCI  
1 - DDCI  
1 - ER  
1 - D/EO  
1 - DDA  
1 - D/Pers  
1 - DD/Pers/R&P

STATINTL DD/Pers/R&P [redacted] dhg/6171 (16 Aug 76)

76-3776  
76-1824(1)

28 JUL 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence  
THROUGH : Deputy Director for Administration  
FROM : F. W. M. Janney  
Director of Personnel  
SUBJECT : Minority Recruitment During the  
Transitional Quarter  
REFERENCE : Memo dtd 28 Jun 76 to D/Pers and  
EOO Officer re same subject

1. The Office of Personnel agrees with your aim of exerting special effort to employ minorities during the Transitional Quarter to fill as many as possible of our vacancies. To this end, we have:

a. Asked our recruiters to expedite the forwarding of application papers on those minority applicants they have already interviewed.

b. Advised Offices to speed up the decision-making process of minorities from whom we already have applications.

c. Requested the Office of Security and the Office of Medical Services to give top priority to clearing minority applicants already in process.

2. At this time there is little more that we can do to achieve a payoff in minority recruitment during the Transitional Quarter. Most schools are closed for the summer and few candidates are available for interview. Even if they were, there would be insufficient time to secure their applications (most applicants take a month to complete their application forms); get decisions from Offices (now averaging two months); and clear them (average clearance time is almost two months).

3. For the Transitional Quarter we have requirements for 269 new professional/technical employees. Against these requirements, we have in process 239 applications. Fifty-nine (59) have been cleared. Of these, 30 are already scheduled to EOB during this quarter. Not all of the other 23 nor all of those who will be cleared during the quarter will be available to EOB in the Transitional Quarter. In some cases where Offices are over or at ceiling, the Offices may delay entrance on duty until after 30 September. Our experience factor shows that we have to put about three professional/technical applicants in process to EOD one. Using this formula, we should clear about 80 more applicants during the quarter, which can be added to the 59 already cleared. With 535 clericals in process, we should have enough to meet our requirements for 282 clerical employees. It is important to note that counting those professional, technical and clerical applicants already in process, recent projections show that the Agency will be slightly over ceiling on 30 September.

4. In the professional/technical area, 35 of the 299 in process are minorities (17 Black and 18 Hispanic). Of the 59 with full clearances, eight are minorities (five Black and three Hispanic). Offices are currently reviewing files on 140 Blacks and 59 Hispanics. In the clerical area, of those in process 55 are Black and three are Hispanic. Of those with full clearances, seven are Black and one is Hispanic. You should know that 20 Black clericals entered on duty on 8 July in our Upward Mobility Program.

5. In summary, while there is little we can do in the recruiting of minorities that will have an impact on getting closer to ceiling by the end of the transitional Quarter, we can expedite the decision-making and processing of those already in the pipeline.

(Signed) F. W. M. Janney

F. W. M. Janney

cc: Director, EEO

76 2431

76-1826

28 June 1976

NOTE FOR: Director of Personnel  
CIA EEO Officer

1. I note that we are almost 200 positions below ceiling as we enter the transition quarter.
2. Can you please confer to see what special efforts might be made, to intensify recruitment during the transition in ways that can improve our EEO and Affirmative Action objectives.



E. H. Knoche

STATINTL

cc: DDA

76-2049

23 JUL 1976

76-3680

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM : F. W. M. Janney  
Director of Personnel  
VIA : Deputy Director for Administration  
SUBJECT : Black Professionals

Hank,

1. We have been concerned for the last several months about the relatively low number of Black professionals the Agency is bringing on board. I was hoping to see an upturn in the statistics. As of this date, such is not the case. EOD's for the first five months of CY-1976 are less than those for the comparable period of CY-1975. If this trend continues, we will end the year having employed substantially fewer Black professionals than we did in CY-1975, i.e., 43.

2. Numbers can be most misleading, and the reasons for the Agency's showing to date are many and complex. However, our firm commitment is to improve the Agency's minority employment posture; that objective appears to be eluding us with respect to Black professional EOD's. I plan, therefore, to meet with D/EEO and the Chairman of the EEO Advisory Board to discuss the particular problems involved here and to work out possible solutions and alternative courses of action. We will, of course, keep you advised of our progress.

(Signed) F. W. M. Janney

F. W. M. Janney